

Staff Response Matrix on CFS Recommendations
 DRAFT - 4/4/2016

Study Committee Priority	Recommendation (Listed by Study Committee Priority)	Staff Response
Top Priority	(#17) Create a formal, integrated strategic facility needs assessment and priority setting process for APS and the County with three elements <ul style="list-style-type: none"> • a Facilities Strategic Planning Committee consisting of two County Board and two School Board members; • an integrated staff team including APS and all relevant County departments; and • a Joint Facilities Advisory Commission. 	<i>The staff presentation at the April 8 work session will focus on the Study Committee’s priority recommendations (#17 and #18).</i>
Top Priority	(#18) Implement the proposed Public Facility Siting Process	<i>The staff presentation at the April 8 work session will focus on the Study Committee’s priority recommendations (#17 and #18).</i>

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Underway	<p>(#7) Improve forecast and projection methods.</p> <ul style="list-style-type: none"> • Analysis of student generation factors (SGF) by different housing characteristics, including trends between 2010 and 2015; • Comprehensive demographic analysis of County population by age cohort; • Cohort component demographic model for County population forecasts; • Long-term (6-10 years) student population projection model; and • Trend reporting and best practices. 	<p><i>County and APS staff are currently working with consultant team on a detailed study of the County's population forecasts and APS' school enrollment projections. The scope of this study includes a detailed analysis of student generation factors from housing characteristics such as affordability, number of bedrooms, and length of ownership. The scope also includes a population model that provides an age component to the County's population forecasts. This age component can predict future births in the County, which can inform long term student enrollment projections.</i></p> <p><i>The consultant's findings will be shared with the Study Committee and/or its Demographics Subcommittee in the summer of 2016 (meeting date TBD). Staff will need to determine if the consultant's recommendations provide enough of an improvement to adjust current practices and what resources would be needed to implement them. Staff will report back to the Boards in the 3rd quarter of 2016.</i></p>

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Underway	(#8) Improve cohort data research, particularly for millennials and those 65 and older, and use demographic factors to help define future facility needs.	<i>See response to #7 above. Staff will report out in the 3rd quarter of 2016.</i>
Underway	(#11) Step up marketing efforts to attract commercial office tenants.	<i>County staff agrees with this recommendation. Arlington Economic Development (AED) has increased its marketing efforts, in part through additional funding for marketing and business development included in the County's FY 2016 budget.</i>

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Short Term (adopted or started in 6 - 12 months)	<p>Adopt the following policies to guide upcoming budget, CIP, and other public facility processes to address the challenge of limited land available for public facilities, and to emphasize that those efforts should be approached with a broader perspective than just considering the primary use of the site:</p> <ul style="list-style-type: none"> • (#1) Make maximum use (and reuse) of the public facilities we have, ensuring that existing space is efficiently used and that new space is adaptable for future purposes. • (#2) Encourage joint or shared use of facilities, taking into account the operating characteristics of any existing use, such as open space. • (#3) Build up, under and over rather than out to use land most efficiently • (#4) Create “new” land by building over right-of-way and on top of structures such as parking garages. 	<p><i>County staff agrees that County land is limited and that it should be utilized as efficiently as possible. These are all best practices that the County has successfully employed in the past and will continue to consider going forward, including cost-benefit analyses of these and other creative approaches to developing facilities. Related to #2, County staff recommends establishing clear definitions of the terms “facilities” and “open space.” Staff support for these creative approaches is also subject to the General Land Use Plan, the Zoning Ordinance, and other adopted land use policies.</i></p> <p><i>APS staff is already using recommendations #1, #2, and #3 as it works to accommodate growing enrollment. APS will follow the County’s lead on #4.</i></p>
Short Term (adopted or started in 6 - 12 months)	<p>(#12) Add an economic and fiscal impact section to private development (special exception/site plan and Form Based Code) project staff reports to provide information on the costs (e.g. the projected service demands and other costs to the community) and benefits (e.g. the taxes and other economic benefits) likely to be generated by a proposed project.</p>	<p><i>Staff will respond to this recommendation in the 3rd quarter of 2016.</i></p>

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Short Term (adopted or started in 6 - 12 months)	(#13) Amend the charge of the Economic Development Commission to include provision of a letter to the County Board regarding the economic impacts and benefits of each private development (special exception/site plan and Form Based Code) projects.	<i>Staff will respond to this recommendation in the 3rd quarter of 2016.</i>
Short Term (adopted or started in 6 - 12 months)	(#14) Convene a working group of the County and the business community to improve development review and permitting processes, reduce process and permit review time, and incorporate technology where appropriate, and to explore the possibility of delegating to the BIDS and other similar groups approval for temporary uses, and other similar types of activities that would otherwise need County approval and would help attract and retain businesses.	<i>This recommendation requires further analysis. Staff will respond to in the 3rd quarter of 2016.</i>

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Short Term (adopted or started in 6 - 12 months)	(#16) Embark on a cost efficiency effort for public facilities and services in light of revenue challenges now and likely in the future, and bolster community awareness of key revenue and budget issues.	<p><i>The Superintendent's proposed FY 2017 budget identifies \$9.4 million in savings and efficiencies including:</i></p> <ul style="list-style-type: none"> • <i>Significantly adjusting the salary base for current and on board employees</i> • <i>Reducing the budgeted VRS retirement contribution to reflect actual costs</i> • <i>Reducing the Comprehensive Services Act Fund budget to more closely reflect actual and projected expenditures</i> • <i>Seeking additional reimbursement from Medicaid for qualifying special education services</i> <p><i>The County Manager's proposed FY 2017 budget includes a section on Strategic Program & Service Delivery Evaluation. See pages Web 21 - 24: http://arlingtonva.s3.amazonaws.com/wp-content/uploads/sites/18/2016/02/FY17P_County-Managers-Message2.pdf</i></p> <p><i>APS and Arlington County are beginning to identify some future opportunities to align services that should result cost efficiencies.</i></p>
Mid Term (adopted or started in 1-3 years)	(#6) Establish a land acquisition fund to position the County to acquire parcels when they become available.	<p><i>County staff supports this recommendation subject to funding and a management structure. There should be clear expectations that the land acquisition fund would be used for established needs. It should also be noted that land acquisition discussions need to occur in closed session to preserve the County's negotiating position.</i></p>

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Mid Term (adopted or started in 1-3 years)	(#9) Develop strategies to retain the millennial population, specifically increasing the availability of “starter” housing (i.e. entry-level homeownership), child care, and pre-school.	<p><i>An additional preschool (VPI) class is included in the Superintendent’s proposed FY 2017 budget.</i></p> <ul style="list-style-type: none"> • <i>APS joined other districts in lobbying for (and receiving from) increased flexibility in eligibility for VPI in the General Assembly</i> • <i>On April 7, the School Board will act on a Montessori program move to Henry.</i> • <i>Pre-K centers are being considered in the FY 2017-26 CIP to be adopted by the School Board on June 16, 2016.</i> <p><i>County staff is evaluating the recommendation for starter housing and will respond in the 3rd quarter of 2016.</i></p>

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Mid Term (adopted or started in 1-3 years)	(#10) Evaluate and enhance wrap around services, coordinating school and after-school needs.	<p><i>APS has charged a citizen and staff working group with defining the needs of the “whole child”. While this is not exactly what is defined by #10, the work is broader and encompasses recommendation #10. The Whole Child Working Group is charged with the following tasks:</i></p> <ol style="list-style-type: none"> <i>1. Define APS’s vision for supporting the whole child.</i> <i>2. Consider what other communities and/or organizations are doing to support the whole child.</i> <i>3. Develop a framework for identifying whole child needs and services in APS and across the community, and where linkages, gaps, barriers, challenges, and/or opportunities exist.</i> <i>4. Recommend short-term, medium-term, and long-term goals, criteria, and/or a process to assist the School Board in developing a sustainable system to support the whole child.</i> <p><i>Tasks 2 and 3 will provide a way for the county and schools to determine the needs that are in place and where there are needs. This information will be shared with Boards through their liaisons, Barbara Kanninen and Katie Cristol.</i></p>

<p>Mid Term (adopted or started in 1-3 years)</p>	<p>(#19) Examine communication processes and practices to reach new audiences and better disseminate information.</p>	<p><i>APS adopted a new Family and Community Engagement Policy in 2015</i></p> <ul style="list-style-type: none"> • <i>recognizing “A shared responsibility of families, schools, and communities to support students’ intellectual, personal, social, and emotional development to help them achieve their full potential”</i> • <i>A sample of current initiatives to increase family and community engagement</i> <ul style="list-style-type: none"> ○ <i>Ten school teams are participating in a series of workshops focusing on “High Impact Strategies for Engaging Our Diverse Families”</i> ○ <i>All Bilingual Resource Assistants are participating in a series of seminars on Building Your Strategies Toolkit for Engaging Families</i> ○ <i>Five schools are FACE ‘Lab’ Schools including Wakefield, Thomas Jefferson, Abingdon, Barrett and Drew</i> ○ <i>FACE is being integrated into a number of APS initiatives (i.e. Whole Child Working Group)</i> <p><i>The Superintendent’s proposed FY 2017 budget for APS includes a community engagement coordinator in School and Community Relations. The coordinator</i></p> <ul style="list-style-type: none"> • <i>helps to identify, initiate and deepen relationships with the wide range of diverse stakeholders including community, civic, business and nonprofit organizations, particularly those who live and/or work in Arlington County, but whose members do not necessarily have children enrolled in the school division.</i> • <i>attends community meetings on behalf of APS to hear community ideas and concerns;</i> • <i>creates and maintain a database of community organizations;</i> • <i>acts as a central coordination point to support APS staff in the development and implementation of a broad range of public consultation and community engagement strategies and initiatives; and</i>
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		<ul style="list-style-type: none"> • collaborates with the FACE Coordinator and members of the School and Community Relations Department to ensure sound communications planning and support for the APS engagement activities. <p>County staff supports this recommendation.</p> <p>To advance civic and public engagement efforts, the County Manager’s Office in February 2016 created the <u>Office of Communications & Public Engagement</u>. This reorganization included appointment of a director of public engagement as well as a resident ombudsman. Other recent accomplishments include:</p> <ul style="list-style-type: none"> • Launched the <u>Engage Arlington</u> website, in March 2016. The new area includes current online opportunities to give input; an expanded section highlighting ways to get more involved; and a list of upcoming public meetings. • Began using <u>NextDoor.com</u> to better connect with our residents and neighborhoods – and to provide information targeted to different areas of the County. (As of March 2016, Nextdoor.com has 12,000+ members in Arlington.) • Expansion of live webcasting to include designated County Board work sessions and Planning and Transportation meetings. This allows residents to engage in the civic process who are unable or choose not to attend meetings – easing participation for a broader and more diverse audience. <p>Planned activities to build and strengthen our public engagement efforts – to reach more people in more ways – include the following:</p> <ul style="list-style-type: none"> • Development of tools, training and resources that drive innovation, best practices and consistency among staff.
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		<ul style="list-style-type: none"> • <i>Improve our database of community contact lists, including neighborhood contacts and local organizations.</i> • <i>Experimentation with different public engagement methods and tactics. For example, piloting the use two-way texting for a particular initiative.</i>
Improving Current Practices	(#5) Collaborate with other jurisdictions to review whether opportunities exist for both facility and service sharing.	<i>Staff concurs that this this recommendation represents best practices.</i>
Improving Current Practices	(#15) Focus on a variety of housing to match the wide range of incomes and ages (e.g. age in place) in the County.	<i>County staff is evaluating this recommendation and will respond in the 3rd quarter of 2016.</i>
Improving Current Practices	(#20) Improve opportunities for meaningful public participation, and make better use of the community's time and talents.	<i>See response to #19 above.</i>
Improving Current Practices	(#21) Continually experiment with new techniques for civic engagement and new channels of communication, particularly social media, to reach a diverse population.	<i>See response to #19 above.</i>